

# **PROPOSAL PACKAGE**

**CC-EVER001-16**

*Department of the Interior*

National Park Service  
Everglades National Park

**Proposal to Operate Lodging, Camping, Tour Boat,  
Food and Beverage, Retail, and Other Services  
within the Flamingo and Long Pine Key Districts**

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## PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.
- 3) The evaluation panel will only take firm commitments into account when evaluation proposals. Responses that include terms such as "look into," "research," "may," "if feasible" and similar terms are not considered as firm commitments. In addition, the Service considers responses that include a specific time for commitment implementation as a stronger response. For example, "XXX commits to provide recycle containers in each lodging room by December of 2017."

## OFFEROR'S TRANSMITTAL LETTER

To:

Regional Director  
Southeast Region  
100 Alabama St., SE  
Atlanta, GA 30303

Dear Director:

The name of the Offeror is \_\_\_\_\_. If the Offeror has not yet been formed, this letter is submitted on its behalf by \_\_\_\_\_ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within the Park in accordance with the terms and conditions specified in the Draft Concession Contract CC-EVER001- 16, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities ([www.fedbizopps.gov](http://www.fedbizopps.gov)), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.
- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.
- The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the Draft Contract:

- 1) To the minimum requirements of the Draft Contract as identified in this Prospectus.
- 2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the contract for execution.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- 5) [Include only if the Offeror is not yet in existence.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 6) [Include only if the Offeror is a business entity, rather than an individual] To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
  - Certificate from its state of formation indicating that the entity is in "good standing"(if such form is issued in that state for Offeror's type of business entity);
  - Governing documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
  - If the business entity was not formed in the State of Florida, evidence that it is qualified to do business there.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s): \_\_\_\_\_

If the Offeror is not yet in existence as of the time of submission – list all entities if more than one and clearly indicate that the entity is an Offeror-Guarantor).

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(END OF OFFEROR'S TRANSMITTAL LETTER)

**CERTIFICATE OF BUSINESS ENTITY OFFEROR**  
(OR OF OFFEROR-GUARANTOR IF OFFEROR IS NOT YET FORMED)  
(Offerors who are individuals should skip this certificate)

I, \_\_\_\_\_, certify that I am the \_\_\_\_\_ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror (or Offeror-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Offeror (or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: \_\_\_\_\_

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## SELECTION FACTORS

### Response Format

- Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the factor. Each page should have a heading identifying the selection factor and subfactor to which the information contained on the page responds. It is important that your response stays within the organizational framework in the Proposal Package and provides all relevant information directly in response to each selection factor. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal's response to each particular selection factor.
- Where page limits are set out in the Proposal Package, the Service will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other additional materials the Offeror submits. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer.
- The Service considers text on two sides of one sheet of paper as two pages.
- Offerors must use normal sized font, such as 10, 11 or 12 point, and 1 inch margins on all sides, in the body of the proposal. This standard also applies to all tables, charts, graphs, and provided forms. The Service will accept images of sample material using less than normal sized font.
- The evaluation panel will only take firm commitments into account when evaluating proposals. Responses that include terms such as "look into," "research," "may," "if feasible," and similar terms are not considered as firm commitments. In addition, the Service considers responses that include a specific time for commitment implementation as a stronger response. For example, "XXX commits to provide recycle containers in each lodging room by December of 2017."

<b>PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)</b>
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### Service Objectives

The Service's objectives under this factor are for the Concessioner to preserve Concession Facilities and to educate visitors about Park resources, boating practices, and wildlife protection. Specifically, the Service seeks a Concessioner that will address deferred maintenance and maintain facilities in good condition over the term of the Draft Contract. The Service wants the Concessioner to inform visitors about environmental issues in the Everglades and about responsible ways to participate in recreational activities to protect Park resources.

#### **Subfactor 1(a). Maintaining Concession Facilities**

The Draft Contract requires the Concessioner to operate and maintain a number of facilities at Flamingo and Long Pine Key.

Using not more than **7 pages**, including all text, pictures, graphs, etc.:

- 1) Describe your plan in addressing the following maintenance issues:
  - a. Life-Cycle maintenance and component renewal
  - b. Inspections
  - c. Pest control or abatement
  - d. Mold and Mildew
  - e. Erosion
  - f. Preventive maintenance

- 2) Describe your overall strategy for identifying, prioritizing, and undertaking maintenance (as those terms are defined in the Maintenance Plan, Exhibit H, to the Draft Contract).
  - a) Describe how you will avoid deferred maintenance, monitor the condition of the Concession Facilities, and how you will use your Computerized Maintenance Management System (CMMS) to accomplish this.
  - b) Describe your process for monitoring the condition of the facilities while they are closed during the slow season.

**Subfactor 1(b). Resource Education and Public Awareness**

Using no more than **5 pages**, not including all pictures, graphics, etc.:

- 1) Describe how you will educate visitors about the unique resources of the Everglades and the Flamingo area and how you will educate visitors to the importance of minimizing impacts to wildlife. Specifically address interpretive messaging or programs you will direct toward lodging, camping, and the marina area.
- 2) Explain how you will ensure that visitors who rent boats at the marina have adequate boating operation briefings regarding the need to protect wildlife and natural resources associated with recreational boating and fishing activities.

**PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)****Service Objectives**

The Service's objectives for this Principal Selection Factor are for the Concessioner to provide high-quality food and beverage services, at reasonable rates, and a camping experience that will comprise an integral component of the Park experience for many visitors.

**Subfactor 2(a). Food Service Operations**

The Operating Plan, Exhibit B, to the Draft Contract Section 11(d), requires the Concessioner to follow the NPS Core Menu Guidelines and offer healthy and sustainable food options and a range of items including vegetarian, heart healthy, and light eater's entrées and children's menus.

Using not more than **5 pages**, including all text, pictures, graphs, etc.:

Describe your strategies to offer high quality food items at a variety of price points. Your response should include, at a minimum, your strategies to meet or exceed the Service's healthy food standards and sustainable food guidelines, with emphasis on the following:

- a) Fresh produce (vegetable and fruit options)
- b) Low fat, low calorie, and low sodium options
- c) Sustainably grown, organic, and locally produced options

**Subfactor 2(b). Improving the Camping Experience**

Using not more than **5 pages**, including all text, pictures, graphs, etc.:

Describe your plan for improving the Flamingo and Long Pine Key campgrounds in order to appeal to a wider range of visitors. Examples of improvements may include, but are not limited to, proposals for additions or replacements of personal property, introduction of new activities or amenities, as well as site/grounds improvements. Specific examples include night-time interpretive programs, screening/separation of campsites with native plants, etc.



**PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)**

**Note to Offeror:** To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. This organizational structure information will not be scored for selection purposes, but may be used for assessing responses to various selection factors. If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.

**Offeror's Organizational Structure**

Describe the entity with which the National Park Service will contract, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is an unincorporated sole proprietorship, identify and provide information about the individual who owns and operates the business. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or general partner or venturer, respectively.

Submit your organizational documents (e.g., partnership agreement, articles of incorporation, operating agreement).

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- 1) Full legal name of the Offeror and any trade name under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- 4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
- 5) If applicable, the length of Offeror's existence as a business entity.

**Subfactor 3(a). Operational Experience**

Describe one example of the experience of the Offeror in the operation and management of hospitality services similar to those required by the Draft Contract (including overnight accommodations, food and beverage, and retail sales).

Please provide the following information in a matrix not to exceed **5 pages**:

- 1) General Information
  - a) Name of operation

- b) Location of operation
  - c) Time frame of experience, with dates
  - d) Role in the operation
  - e) Description of services provided
  - f) Annual gross receipts, by department if applicable
  - g) Average daily rate or check during most recently completed year/season for each service type
  - h) Operating season and hours
  - i) Number of employees during high and low seasons
  - j) Any special operating conditions or challenges posed by a semi-remote environment
  - k) Any awards or recognition of excellence
- 2) Overnight Accommodations
- a) Number of rooms in property
  - b) Annual occupancy during most recent completed year/season
  - c) Any rustic lodging or camping services
- 3) Food and Beverage
- a) Type of food service (convenience, limited service, full service)
  - b) Number of seats
  - c) Annual number of guests by meal period during most recent completed year/season
- 4) Retail Sales
- a) Average annual number of transactions during most recent completed year/season
  - b) Square feet of retail space

**Subfactor 3(b). Recruitment and Retention and Employee Training**

A high quality, skilled and motivated employee staff is a critical component of meeting visitor needs at Flamingo. The operation faces challenges to recruitment and retention such as an isolated location and very few year-round employment opportunities.

Using not more than **7 pages**, including all text, pictures, graphs, etc.:

- 1) Describe your process for maintaining high quality, skilled and motivated employee staff by providing the following:
  - a) Explain how you will recruit for specific positions considering the seasonal nature of the operations.
  - b) Provide a description of how you will retain excellent management and staff employees during a given season, and how you will encourage them to return for another season.
- 2) Substantiate your experience by providing an example of how the processes you described above have resulted in a high quality work-force in operations similar to those under the Draft Contract.
- 3) Describe how you will train employees to provide excellent customer service and a memorable hospitality experience to visitors. Include your plans for managing employee orientation, mid-season hires, and specific services provided under the Draft Contract. Describe your program for both management and staff employees.
- 4) Describe how you will train your employees about the Service and the Park's natural and cultural resources and to provide such information to park visitors.
- 5) Describe how you will evaluate the success of this training.

**Subfactor 3(c). Staffing Qualifications**

The Service is seeking Offerors that demonstrate a commitment to excellence in providing personnel with substantial professional experience to carry out the responsibilities of the Draft Contract.

Using not more than **3 pages**, including all text, pictures, graphs, etc.:

- 1) Describe the function and necessary qualifications for the individuals you will employ for each of the following positions in a tabular format like the one shown below. Do not submit resumes or describe the qualifications of specific individuals.

<b>Minimum Qualification Information (Offerors may provide more information than called for in this table)</b>			
	<b>Critical Functions of Position</b>	<b>Minimum Qualifications</b>	<b>Certifications (if applicable)</b>
General Manager			
Lodging Manager			
Food & Beverage Manager			
Maintenance Manager			
Environmental Manager			

- 2) Describe the minimum standards and procedures you will apply to the pre-screening, hiring, training, and termination of personnel (for example, applications, drug testing, law enforcement clearances, reference checks, and interview requirements) that exceed the requirements of the Operating Plan, Exhibit B, to the Draft Contract in Section 4(f).

**Subfactor 3(d). Violations or Infractions**

The Service is aware that any business may receive the occasional, notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions.

In responding to this subfactor, you need to consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and managers, if any; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as, a parent corporation and all subsidiaries) that **provide the same or similar services as required or authorized by the Draft Contract**, collectively referred to as "Related Entities," whether as a principal or employee of Offeror or otherwise.

If the Offeror has not yet been formed, each Offeror-Guarantor must respond to the items in this sub-factor for itself and its Related Entities as identified above.

For each Offeror or Offeror-Guarantor, and their respective Related Entities, provide the following:

- 1) List of Infractions. Identify Infractions issued by a federal, state or local regulatory agency in the last five years. Do NOT submit copies of the Infraction report. Submit in a tabular format.
  - a) The basis for the Infraction
  - b) The regulatory agency that issued the Infraction
  - c) When the Infraction was issued

- d) How the Related Entity addressed the Infraction
  - e) How the Related Entity ensured the problem was minimized or would not recur
- 2) Describe the Related Entities you considered and explain if you excluded other Related Entities, and, if so, why.
- 3) Disclose the federal, state, and local regulatory agencies you considered in responding to this subfactor.
- 4) In 5 pages or less, including all text, pictures, graphs, etc., describe your overall strategy to minimize infractions and how you resolve, or plan to resolve, infractions when they do occur.

**FORM 1**

<b>BUSINESS ORGANIZATION INFORMATION</b> <b>CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP</b> <b>OR JOINT VENTURE</b> <b>(PRINCIPAL SELECTION FACTOR 3)</b>
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Complete separate form for the submitting business entity and any and all Offeror-Guarantors.

<b>Name of Entity and Trade-name, if any</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person</b>	
<b>Title</b>	
<b>Tax ID#</b>	
<b>State of Formation</b>	
<b>Date of Formation</b>	

<b>OWNERSHIP</b>	<b>PERCENTAGE OF OWNERSHIP INTERESTS</b>	<b>CURRENT VALUE OF INVESTMENT</b>
Names and Addresses of those with controlling interest and/or key principals of the business		
Total Interests Outstanding and Type(s):		

<b>OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS</b>	<b>ADDRESS</b>	<b>TITLE AND/OR AFFILIATION</b>

**Attach the following:**

- Description of relationship of any and all Offeror-Guarantors to the Offeror with respect to funding and management.

**FORM 2****BUSINESS INFORMATION  
INDIVIDUAL\* OR SOLE PROPRIETORSHIP  
(PRINCIPAL SELECTION FACTOR 3)**

<b>Name of Individual and Tradename, if Any**</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person (if other than the Offeror)</b>	
<b>Tax ID #</b>	
<b>Years in Business (of same type as required service(s))</b>	
<b>Current Value of Business</b>	
<b>Role in Providing Concession Service(s)</b>	

\*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from a spouse jointly as a purported business entity. Either one individual must serve as the Offeror or the spouse must form a corporation, partnership, or limited liability company to serve as Offeror.

\*\*If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

**PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)****Notes to Offeror:**

*In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). The submission must include a letter from each Offeror-Guarantor that unconditionally states and guarantees the Offeror-Guarantor will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers. Failure to provide the required documentation may lead to the National Park Service determining your offer is non-responsive and ineligible for award of the Draft Contract.*

*All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.*

**Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations. The Offeror (or each Offeror-Guarantor) must provide comprehensive materials to demonstrate that it has a history of meeting its financial obligations by providing the following:**

- 1) The completed Business History Information form provided at the end of this section for the Offeror AND any parent company that will provide financial or management assistance. If the Offeror is not yet formed, provide a business history form for each Offeror-Guarantor.
- 2) A complete credit report in the name of the Offeror and a complete credit report for any parent company that will provide financial or management assistance that includes scores and is dated within six months prior to the date of the proposal. The report must be from a major credit reporting company such as Equifax, Experian, TRW, or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

**Subfactor 4(b). Demonstrate the Offeror's business experience and financial capacity by providing the following:**

Submit the Offeror's audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor. **If audited financial statements are not available**, explain in detail why they are not available.

**If audited financial statements are not available**, explain why the statements were reviewed rather than audited.

**If neither audited nor reviewed statements are available**, explain in detail why they are not available and submit:

**Business financial statements.** The Offeror (or Offeror-Guarantor(s), as applicable) must submit its financial experience including financial statements that are certified as to accuracy and completeness by an authorized officer of the entity.

**If none of the above are available**, explain in detail why they are not available and submit:

**Personal financial statements.** The Offeror (or Offeror-Guarantor(s), as applicable) must submit personal financial statements certified as to accuracy and completeness by the submitting individual for each of the Offeror's principals (as described under Offeror's Organizational Structure in Principal Selection Factor 3).

**Subfactor 4(c). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:**

Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing Concessioner and do not anticipate any additional initial investment or start-up costs, please state that you consider the current personal property and assets adequate to operate this concession opportunity successfully.

Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract. Complete the Operating Assumptions tab to explain your financial projections. Also complete the Recapture of Investment and the Recapture of Investment Assumptions forms. Recapture amounts should also be included in the cash flow proforma, not the proforma income statement.

Below are some general notes regarding the provided forms found in the Appendices attached to the Prospectus.

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.
- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the pro forma statements, use the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.
- Complete **all of the forms provided** and submit both a hard copy and an electronic Excel workbook file.

**Subfactor 4(d). Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines.**

The more definite the terms stated in the documentation, the more credible the Service is likely to find the Offeror's ability to obtain the required funds.

- 1) If funds are to be obtained from cash on hand or operating cash flows from the Offeror's current business, document each source and the availability of these funds by providing your previous and current audited financial statements for the two most recent fiscal years, with all notes to the financial statements (see 4(b) above if audited financial statements are not available). Depending on the Offeror's form of entity, provide audited financial statements for any individual Offerors, general partners in a partnership, and all venturers in a joint venture.



If the Offeror is not formed and the Offeror-Guarantor is funding the required start-up costs, provide for each Offer-Guarantor the documentation for the appropriate type of Offer-Guarantor (individual, business entity) as described below.

- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter. In addition, the letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.
- 3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
  - Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract)
  - Current personal financial statement certified as to accuracy and completeness by the individual submitting it
  - Current bank/financial institution documents that verify the account(s) and account balance(s) for the primary fund source
  - Documentation of any assets to be sold
  - Any other assurances or documents that demonstrate that the funds are available
- 4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 5) If funds are to be obtained from another source (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:
  - Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract
  - Current audited financial statements for the most recent year (see 4(b) above if audited financial statements are not available)
  - If the current audited financial statements do not show evidence that the source has the necessary funds to make the funding commitment, provide additional documentation.

**NOTE:** *If the Offeror is obtaining even a part of the necessary funds from another, the Service must be able to determine from the documents submitted that the Offeror is highly likely to obtain either a stated amount or an unlimited amount of funding from an entity with sufficient financial capability to provide the funds.*

**BUSINESS HISTORY INFORMATION FORM  
(PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4A )**

Business history information should be provided for the Offeror AND any parent company that will provide financial or management assistance. If the Offeror is not yet formed, provide a business history form for each Offeror-Guarantor.

The information provided below is for the entity:\_\_\_\_\_

- 1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

☐ YES

☐ NO

If YES, provide full details of the circumstances.

- 2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. Include an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate. . If none, check the box below. Otherwise, provide full details on a separate sheet.

☐ NONE

- 3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which if adversely resolved could materially impact the financial position of the Offeror. If none, check the box below. Otherwise, provide full details on a separate sheet.

☐ NONE

- 4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations. If none, check the box below. Otherwise, provide full details on a separate sheet.

☐ NONE

- 5) Describe any liens recorded against the Offeror within the past five years (whether from taxing authorities or judgments) and, if resolved, provide a copy of any lien release.. If none, check the box below. Otherwise, provide full details on a separate sheet.

☐ NONE

**PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)**

The minimum franchise fee acceptable to the Service is **two and nine-tenths percent (2.9%)** of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor, however, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee you propose. Such fee must be at least equal to the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g., 5.0% on the first \$10,000 of gross receipts, 6.0% on gross receipts between \$10,001 and \$25,000, 7.0% on gross receipts from \$25,001 and above.

\_\_\_\_\_ percent of annual gross receipts

## SECONDARY SELECTION FACTORS

**SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)**

### Service Objectives

The Service seeks environmentally friendly business practices, notably in the areas of sustainability and energy conservation; reduction of greenhouse gas emissions, purchasing of environmentally preferable products, fixtures and merchandise; solid waste reduction; recycling; and other similar proactive actions from a Concessioner. In responding to this Secondary Selection Factor, Offerors should review the provisions in the Draft Contract, including its Exhibits (especially Exhibit H, Maintenance Plan) for the baseline provisions required by the Service.

### **Subfactor 1(a). Day Tour Boats and Houseboats**

Using not more than **3 pages**, including all text, pictures, graphs etc.:

- 1) For both day tour vessels and houseboats, describe your proposals for implementing vessel systems that reduce potential for resource impacts or environmental demands (e.g. advanced sewage handling system, use of bio-fuels or alternative energy, low wake design, lower fuel consumption, reduced ambient and underwater noise).

### **Subfactor 1(b). Solid Waste Management, Energy, and Water Conservation**

Using not more than **7 pages**, including all text, pictures, graphs etc.:

- 1) Describe how you will reduce solid waste generated by your operation that exceed the requirements of the Maintenance Plan, Exhibit H, to the Draft Contract, Section 1(G) and (H). At a minimum your response must describe a recycling program, including training, signage and containers needed to support this effort. Describe your measurable goals and how you will evaluate your success at reducing solid waste.
- 2) Describe how you will reduce greenhouse gas emissions and energy consumption generated by buildings, vehicles, equipment, and appliances associated with Concession operations. Describe your measurable goals and how you will evaluate your success at reducing greenhouse gas emissions. The Service will not consider carbon offsets in evaluating this factor.
- 3) Outline the specific steps you will take that exceed the requirements of the Maintenance Plan, Exhibit H, to the Draft Contract, Part C, Section 1(I), to ensure that all departments will conserve water and reduce use throughout the term of the Draft Contract. Describe your measurable goals and how you will evaluate your success at reducing water use.

**SECONDARY SELECTION FACTOR 2. THE ABILITY AND EXPERTISE OF THE OFFEROR TO COMPLETE THE CONCESSION FACILITIES IMPROVEMENT PROGRAM. (0-3 POINTS)**

The Draft Contract requires the Concessioner to undertake and complete a Concession Facilities Improvement Program (CFIP). The Concessioner must build 24 new elevated guest, 20 eco-tents, a new restaurant/retail building and complete associated site work and utility system improvements near the site of the former Flamingo Lodge. Guidelines and parameters concerning the new construction are specified in Appendices J through R of this Prospectus and the Draft Contract, Sections 9(d).

**Subfactor 2(a). Design of New Elevated Guest Cottages, Restaurant, Eco-Tents, and Area Sites.**

Using not more than **15 pages**, including all text, pictures, graphs, etc.:

- 1) Provide your design concepts and construction specifications for the elevated guest cottages and the sites on which they will be located. Specifically describe how you will make efficient use of the square footage of the cottages and how you will locate the cottages to maximize accessibility and views of the bay. Describe the materials that will be used to construct and finish the cottages and explain why those materials are appropriate for the Park setting and the climatic and environmental challenges at Flamingo. Describe how the exterior appearance and interior décor of the elevated cottages will be appropriate for the setting within Everglades National Park.
- 2) Provide your design concepts and construction specifications for the elevated restaurant/retail building and its proposed location. Specifically describe how you will make efficient use of the square footage of the restaurant/retail building including your layout for the food and beverage operations, the retail operations, and the lodging/camping check-in operations. Describe the materials that will be used to construct and finish the building explaining why those materials are appropriate for the Park setting and the climatic and environmental challenges at Flamingo. Describe how the exterior appearance and interior décor of the restaurant/retail building will be appropriate for the setting within Everglades National Park.

**Subfactor 2(b). Experience Managing Construction Projects**

Using not more than **3 pages**, including all text, pictures, graphs, etc.:

Demonstrate your experience in managing a construction project, including project management, construction management, and administrative responsibilities, by providing an example of a construction project you have completed. Include in the example:

- a) Type and size of the facility
- b) Construction costs
- c) The total duration of the construction project, from design until project close out
- d) Unplanned events encountered during the project and what steps you took to keep on schedule

The Service will consider experience and qualifications of a third-party contractor if the Offeror demonstrates a firm commitment from that contractor to undertake the projects described in Sections 9(d) of the Draft Contract.